Human Resources

Although 2020 is 17 years away, today's Second Lieutenant is the Lieutenant Colonel battalion commander of 2020. In the intervening years he will see remarkable changes in the way the Army assigns and takes care of Soldiers. The Army in 2020 will still accomplish any mission the nation requires with the support of the entire Army Team –Active, Reserve, retirees, civilians, and their families along with the employers of our National Guard and USAR soldiers. This team relies to a much greater degree on a corps of professional contractors providing important support services and freeing Soldiers to accomplish warfighting tasks.

In 2020, the Joint Enterprise Human Resource System for all Services focus on encompassing military, civilian, contractor, joint and multi-national forces to provide the Army with optimum human capitol with the right information, the right individuals and units, at the right place, and at the right time. Human resources support to the Objective Force is critical across the full spectrum of operations. Not only will it enable the Commander to maintain combat power, it will provide the support necessary to make critical combat and noncombat human resources support relatively routine. The lines of separation from peace to war, part time to full time, and active duty to civilian are more transparent in 2020.

The Army of 2020 has fully in place and integrated across the force, human resources processes and systems interoperable throughout the Army, and with the Joint, Inter-Agency, and Multinational (JIM) environments. The Joint Enterprise Human Resource System rides the single information network that serves all users and uses. A key feature of the network is one common web-based personnel/pay system that manages all components simultaneously. A key feature of this system is it's ability to maintain a database and track Soldiers, Army civilians, and contractors with skills needed for specific missions. Additionally, this system can access the training, education and career status of each service member across their service in any component allowing for instantaneous identification of the right person at the right time. Included within the database is the capability to track civilian-acquired skills.

This Joint Enterprise Human Resource System provides passive, full visibility across all components and will have visibility of joint partners. Joint Enterprise Human Resource System is composed of one data base/single authoritative source and works from home station to in-theater down to individual soldier level with access provided to individuals and leaders. Routine personnel procedures happen "on line not in line". The system will allow leaders to manage their organization across components and will be linked to operational architecture for battlefield functions such as casualty reporting and strength accounting.

The Unit Manning System guides the distribution of Soldiers throughout the Army in 2020. Unit manning was a dramatic paradigm shift for the Army, but has become routine. It required the Army, as an institution, to change the individual-centric personnel system of 2003 into a unit-centric manning system of 2020. The Unit Manning System drives the assignment of Soldiers for all Army TO&E formations with its primary focus on unit readiness. To support the regional combatant commanders, unit manning cycles are tied to posture of engagement and rotational deployments in support of ongoing operations. The unit manning system is tied to a phased readiness system providing a predictable flow of trained, ready, and cohesive units to the combatant commanders. This system provides combatant commanders an understanding of which units are ready and provides soldiers predictability of when and where and with what unit they will deploy. Training and education of soldiers is tied to needs of the unit. Training and education is conducted before a soldier is assigned to a unit, he is not pulled out to meet an arbitrary time in service or grade requirement.
Depth of experience has replaced breadth of experience as the benchmark for a Soldier's contribution to the Army. The individual replacement system continues to support assignment of soldiers to TDA units but is directly tied to the requirements of unit manning of the operational Army.

The same types of high quality Americans as in 2003 man the Army of 2020, drawing from a demographic pool that has not changed significantly. To support having the right people in the right units at the right time, recruiters have remote access to

marketing data and Army job openings. This system supports the unit manning system by allowing the recruitment of soldiers and civilian personnel for specific units to ensure trained soldiers in support of deployment requirements.   Additionally, through the use of emerging technology recruiters can tailor the Army story to target specific skill sets within the population of citizens with the propensity for joining the Army. These new technologies also identify skills required in the force and are influencing the choice of academic majors for cadets in ROTC/USMA. The Joint Enterprise Human Resource System also assists in identifying enlisted soldiers with the academic and technical background to become commissioned and warrant officers.   Through use of the Joint Enterprise Human Resource System and the full visibility of Army requirements it enables, recruiters can service citizens who don't qualify for uniformed service to find a civilian position where their skills are needed.

The implementation of two major changes improved the development of Soldiers in 2020.   The first is Assignment Oriented Training (AOT). The purpose of AOT is to ensure all personnel, are provided the training required to contribute as a fully qualified member of the crew, squad or team from the very first day of assignment to a unit. Initial Entry Training (IET) and initial officer training both of which are focused to prepare individuals for their first term of service. The second major change is lifelong learning and education. Throughout a Soldier's career, training and education ensure preparation for new assignments and continued growth for increasing levels of responsibility. The delivery of training and education combines traditional Army school and training center courses, web based learning, and when appropriate, education from a variety of civilian sources. Civilian sources of education have included very technical training provided by industry leaders such as Microsoft and Cisco, and high level education at graduate schools of international note.   Professional development and utilization of Soldiers and civilians throughout a career are tied to the Army's operational requirements and tempo. In 2020 the Army has in place a professional development system based on the needs of the unit rather than on time in service or specific rank. This places major emphasis on the conduct of professional development before assignment to an operational unit. The unit commander directs additional schooling

during assignment to a unit, with scheduling adjusted so leaders and soldiers are together for key collective training

Units that are tied to a home basing concept supported by superb installations mark the deployment of soldiers throughout the Army in 2020. In general, most units are assigned to installations within the United States and deploy for war or the engagement/deployment requirements of combatant commanders. Active Component units have a predictable peacetime deployment schedule calling for employment overseas for six months out of every 30 months. Mobilization of ARNG and USAR also follows a predictable and sustainable schedule of active duty service for six months every five years. To support this level of Reserve Component access, mobilization processes and procedures were streamlined to improve access, management, training and employment.

Individual personnel assignments are tracked to reward extended service in forward deployed locations and facilitate the assignment process. A Soldier returning from deployment with one unit is not routinely assigned to a unit on-orders for an operational deployment. As the Army approached 2020 it realigned career fields to support transition of Soldiers to FCS equipped forces.

In 2020 the Army has institutionalized personnel support for a commitment of lifelong service to the nation. The key reason is flexibility in support of modular and tailorable forces. This includes formalizing the concept of "continuum of service" supporting "in and out" active duty, based on needs of the Army and the individual. The retirement system takes into account all service and provides for adjusting benefits based on "in and out". Incentives have been developed and instituted to reward voluntary returns to active duty if needed after retirement from a "traditional" career of service. Associated with this system is the implementation of the Sponsored Reserve, in which contractors performing valuable skills deploy with units as Soldiers in the reserves, thereby, enjoying protections on the battlefield. Additionally, provisions are in

place for military retirees to voluntarily be a stand by force for call up as a civilian government employee, based on their military experience and civilian acquired skills.

Personnel life cycle management policies allow all Soldiers to share flexibility in career management. Though the Joint Enterprise Human Resource System, all Soldiers have the option of continuing service throughout a career; from new recruit, to AC, to RC, to retiree or contractor; within the Army but in different components, or statuses under the concept of "continuum of service". This ability to move from AC to RC status and back allows trained and experienced Soldiers and leaders to serve continuously. To facilitate this flexibility, personnel benefits including health care, retirement, and housing allowances apply equally across all components.

As was the case in 2003, today Army Civilians remain key to accomplishing the Army's mission. With the implementation of the Senior Army Work force an experienced corps of civilian leaders and managers provide essential support to the Army at home stations and when deployed. These civilian leaders supervise essential government functions, and supervise Army civilians and contractors in operational theaters. The Senior Army work force of 2020 has a centralized promotion system and a formal professional education system. These senior civilians come from a variety of sources. Some are recruited directly out of college into government service. A career of challenging assignments along with a formal professional education system prepares them for service at the GS 12 level and above. Another source for Army civilians are in-service recruiters with access to the civilian workforce database to present soldiers separating or retiring from the Army opportunities to continue service as a civilian employee.

Key to the Army's success is the well-being of the entire Army family. Well-Being is the personal – physical, material, mental, and spiritual – state of Soldiers, retirees, veterans, DA Civilians, and their families that contribute to their preparedness to perform and support the Army's mission. Well-Being programs are characterized by decentralized delivery of services with a local community focus that support all

constituents and their families, even in remote locations. Well-Being in 2020 has placed the integrated planning, programming, budgeting, and execution systems across all forms of resourcing (APF, NAF, DHP, etc.). All aspects of Well-Being programs are tied to other Army programs, to include training and education, installations, and medical support. This focus on taking care of the Army family supports a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families. Well-Being initiatives also support the unique culture, sense of community, and record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers, veterans, retirees, civilians, and their families.

Human resources systems in 2020 continue to provide the important battlefield functions of accounting and reporting, casualty reporting, replacement operations, postal operations, and personnel services. The primary method of processing these functions throughout the world is through reach back operations. With soldiers individually plugged into the operational network, strength accounting and reporting and casualty reporting are automatically visible to the chain of command. Replacement of casualties is a mix of trained units and individual replacements to maintain operational strength. Individual replacements primarily arrive when units are off the frontline preparing for future operations. This system is a joint process used by all services and tracks all personnel regardless of service throughout the battlespace. Postal operations support electronic mail to soldiers along with letters and packages sent forward with push logistics packages.